

San Francisco Police Dept.

DRAFT - FOR DISCUSSION PURPOSES ONLY

Subject: Departmental Administrative Reorganization

Police adm. S.F.
n n methods

1. Introduction

Even a cursory review of the San Francisco Police Department's Administrative Organization reveals a variety of serious structural flaws. A careful analysis shows that rank and authority are distributed in an inconsistent manner and that functions are sometimes grouped illogically without appropriate reference to the principles of organization. The result is an extended span of control and a degree of vagueness in command responsibility. Under such circumstances departmental coordination and control are extremely difficult.

2. The Administrative Reorganization - Chart 1

To overcome these shortcomings the department's command structure must be thoroughly reorganized and revitalized. The proposed departmental structure displayed on Charts I - V attempts to meet the department's immediate needs.

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All major line and staff functions are grouped into four categories of activity:

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(1) The Administrative Group (Chart II); (2) The Support Services Division (Chart III); (3) The Uniformed Services Division (Chart IV); and (4) The Investigative Services Division (Chart V).

Before discussing these new organizational entities in detail, it is necessary to note that a new pattern for designating organization levels is proposed. This pattern (Table I) provides a necessary degree of consistency in organization labeling and should improve the opportunity for intelligent coordination and control.

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Administrative Group - Chart II: The Administrative Groups includes those activities which are an extension of the Chief himself. They represent, with few exceptions, his personal staff. These are important realignment and consolidations, e.g., the reassignment of fiscal and legal matters to the Chief's Office; the consolidation of Community and Public Affairs, and Internal Affairs and Staff Inspection; and the grouping of Special Services, Intelligence, and Narcotics into a Special Investigative Unit directly under the Chief's supervision.

Support Services Division - Chart III: The Support Services Division consists of those activities that are commonly referred to as technical staff services. In general, these functions are logistical or auxiliary activities. Personnel, Training, Records and Communications are brought into this division relieving them of their independent status. The Jail is taken from Patrol; the Crime Laboratory is moved from the Inspector's Bureau; and Property is expanded to include inventory control.

Uniformed Services Division - Chart IV: The Uniformed Division houses the "hub" of the Department. The Patrol Bureau provides the citizens of San Francisco with service and protection. A major thrust of this reorganization is to improve the Department's capability for crime prevention and control. The reorganized Patrol Bureau along with the Crime Prevention Section and the Traffic Section will give the Department the mobile force necessary to cope with the complex urban problems that it faces.

Under the realignment the Traffic function is placed under the control of the Deputy Chief for Uniformed Services. Such a move will place Traffic in a proper organizational perspective and will allow greater coordination and control in fulfilling the Department's overall mission.



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Investigative Services Division - Chart V: The newly organized Investigative Services Division is primarily a process organization. It stresses the investigative process. Its major activity takes place after individuals or events have been brought to the attention of the Department. The major changes proposed are a grouping of activities into Crimes Against Persons and Crimes Against Property Sections. Such specialization will improve once again coordination and control. The other change is to reassign the Juvenile Unit to this division. While this organizational entity obviously engages in preventive as well as investigative activities best administrative practice suggests this realignment.

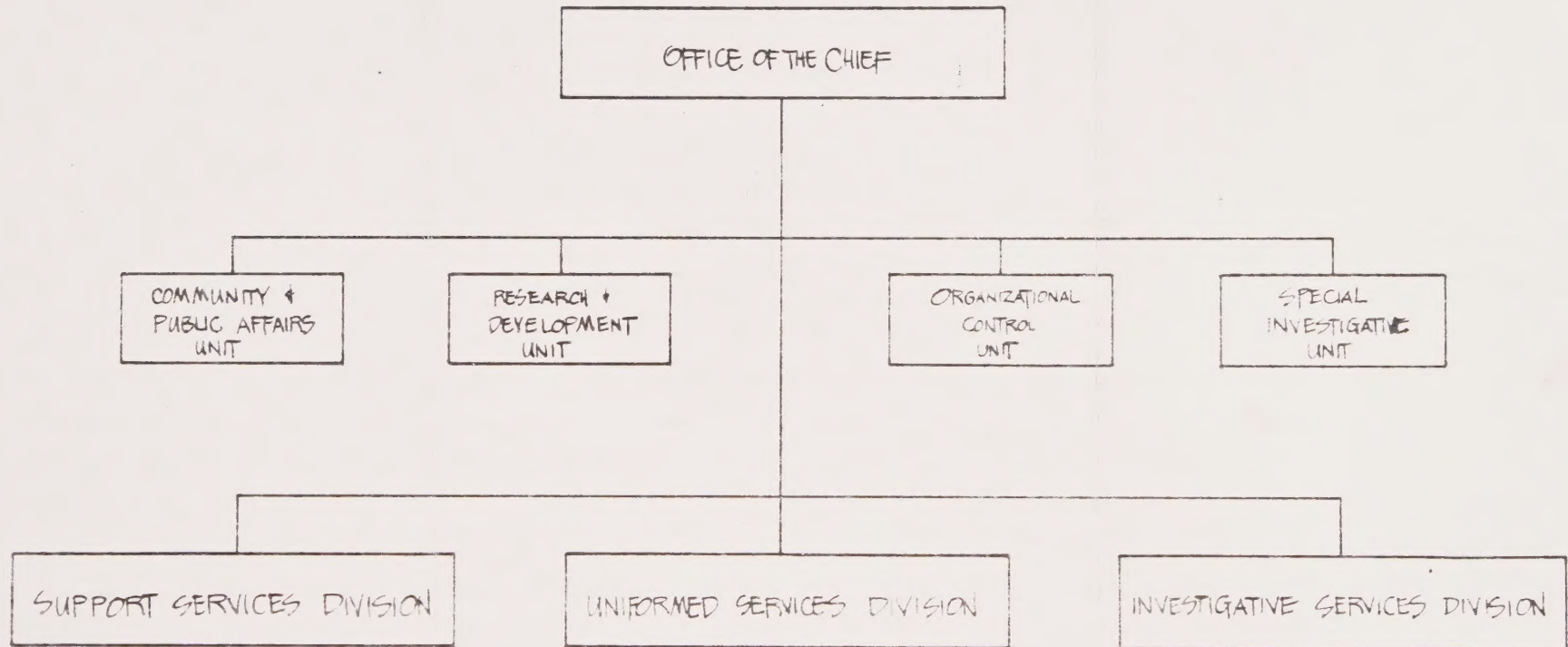
3. Command Staff

As we stated earlier this administrative reorganization also must deal with certain vagaries of rank and authority observed in the present organization. Consistant ranks must be applied to equal levels. The proposed Personnel Chart (Chart IV) presents such an appropriate and consistant rank pattern.

To implement this rank structure it will be necessary to convert the present rank structure to the proposed. Table II performs such a conversion.

Finally, Table III lists the proposed Hierarchy of Command.

SAN FRANCISCO POLICE DEPARTMENT
FUNCTIONAL ORGANIZATIONAL CHART
(PROPOSED)



FUNCTIONAL ORGANIZATIONAL CHART ADMINISTRATIVE GROUP (PROPOSED)

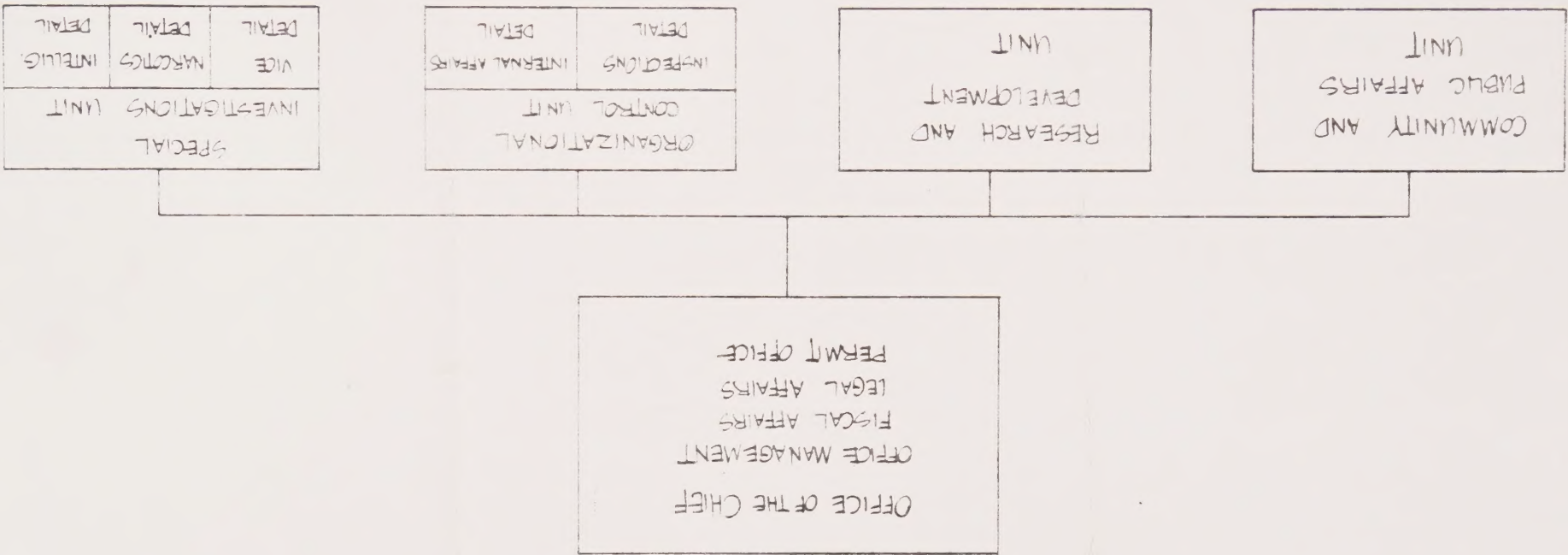
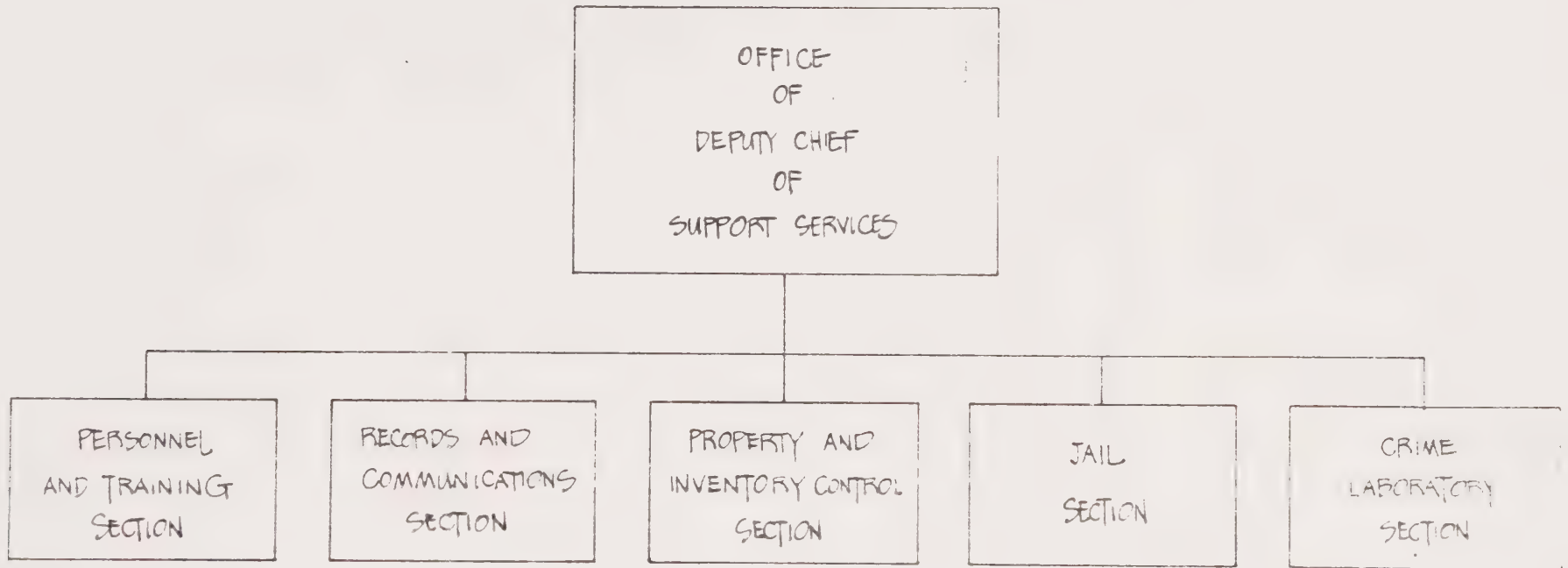


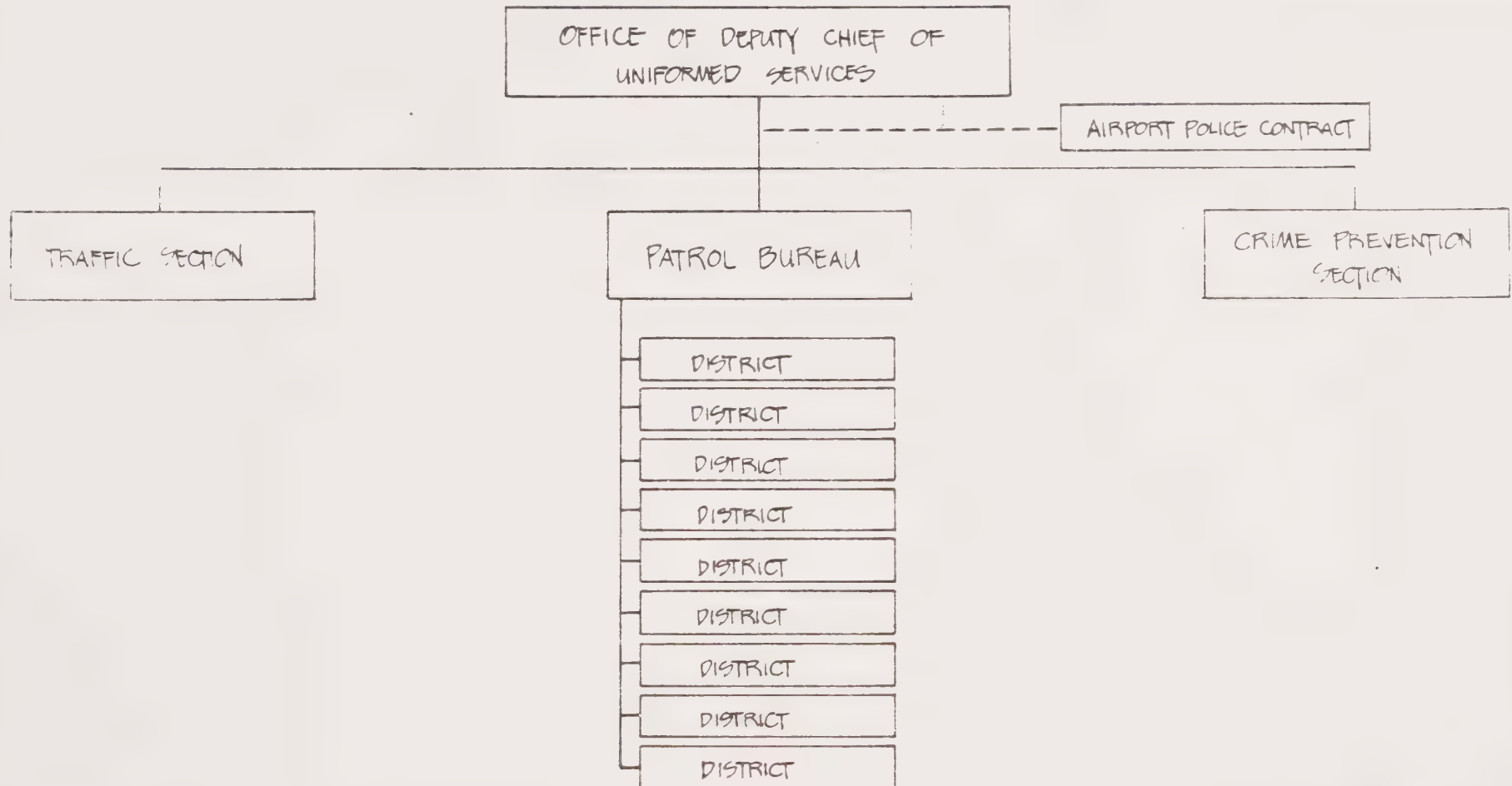
CHART II

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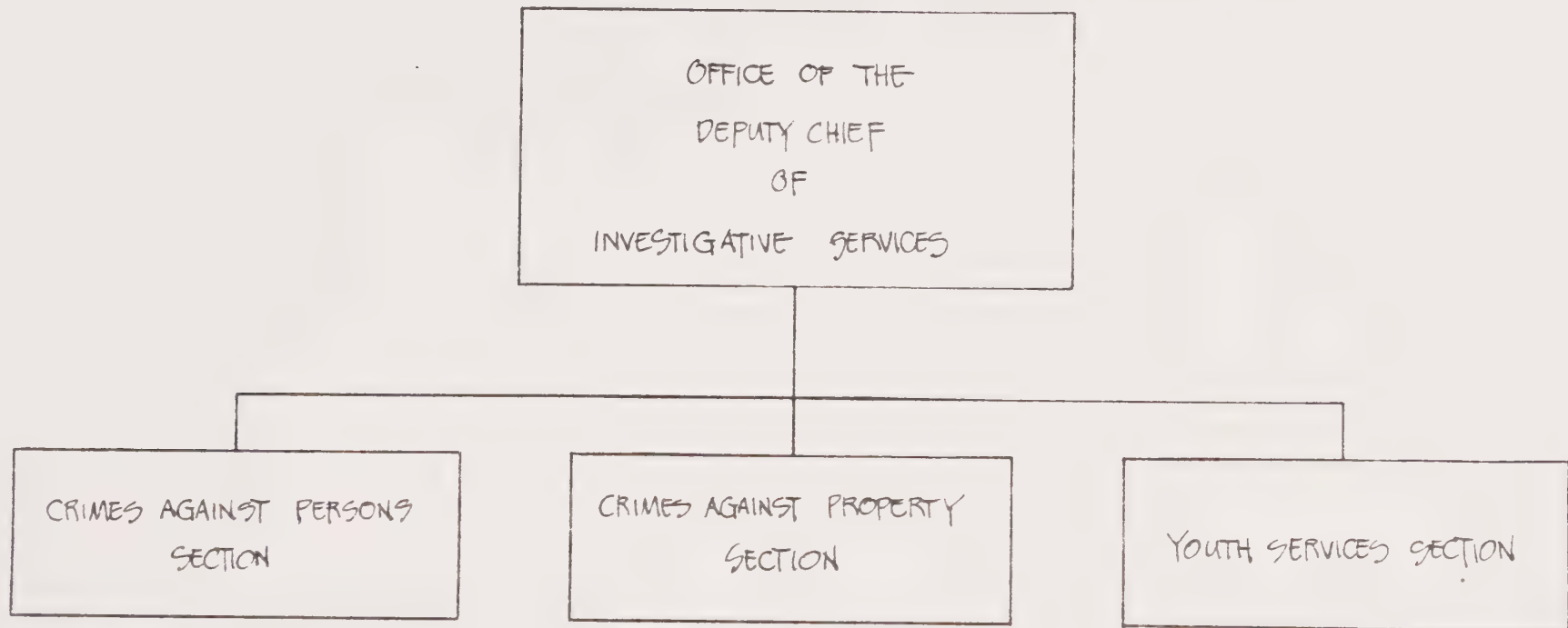
FUNCTIONAL ORGANIZATIONAL CHART
SUPPORT SERVICES DIVISION
(PROPOSED)



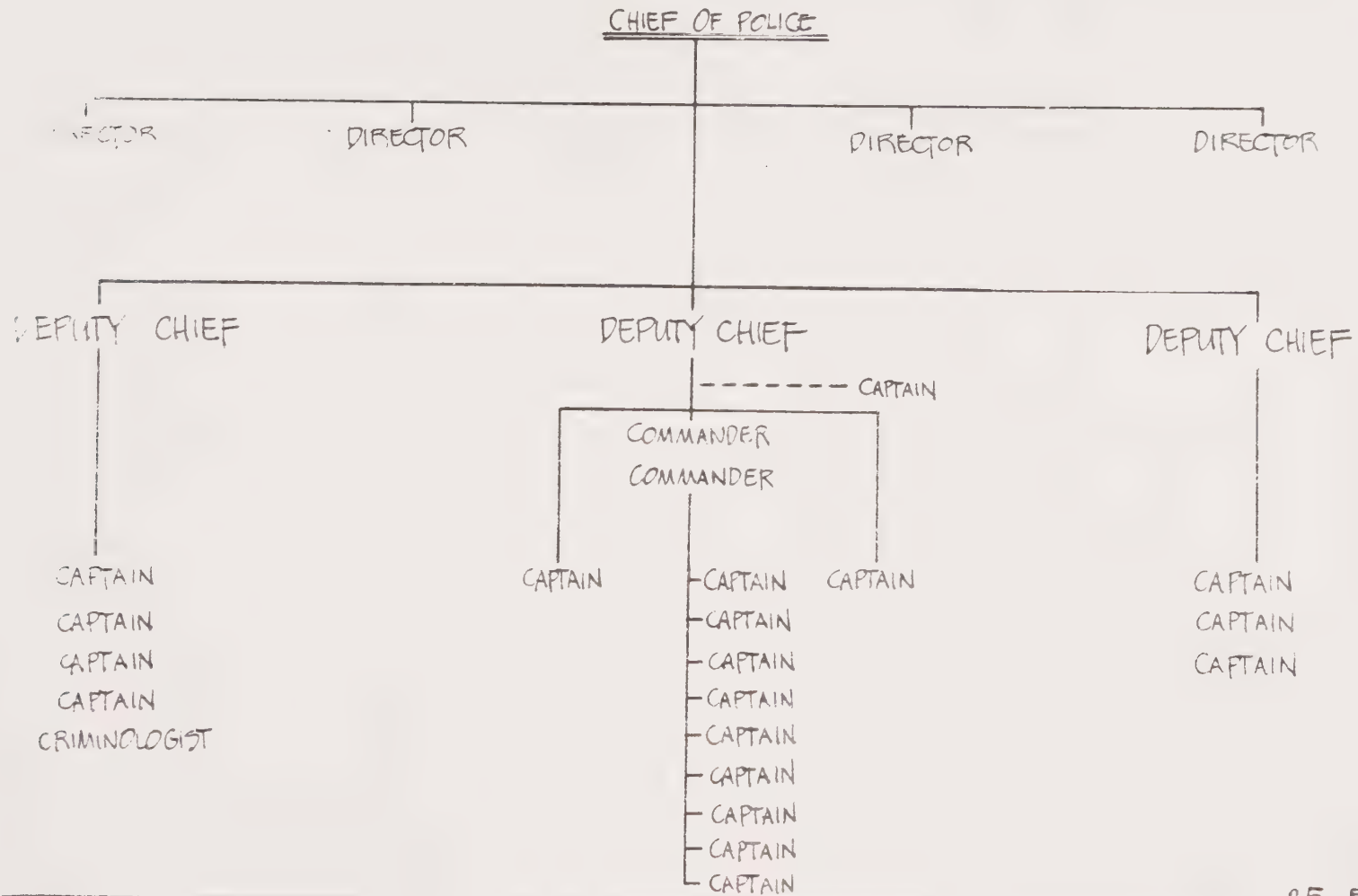
FUNCTIONAL ORGANIZATIONAL CHART
UNIFORMED SERVICES DIVISION
(PROPOSED)



FUNCTIONAL ORGANIZATIONAL CHART
INVESTIGATIVE SERVICES DIVISION
(PROPOSED)



PERSONNEL CHART
COMMAND STAFF
(PROPOSED)



ORGANIZATION LEVEL/RANK
RELATIONSHIP

LEVEL DESIGNATION	RANK
* DEPARTMENT	CHIEF
* DIVISION	DEPUTY CHIEF
* BUREAU	COMMANDER
* DISTRICT/SECTION/UNIT	DIRECTOR/CAPTAIN
* DETAIL	LIEUTENANT
* SQUAD	SERGEANT

POSITION TITLE CONVERSION

PRESENT

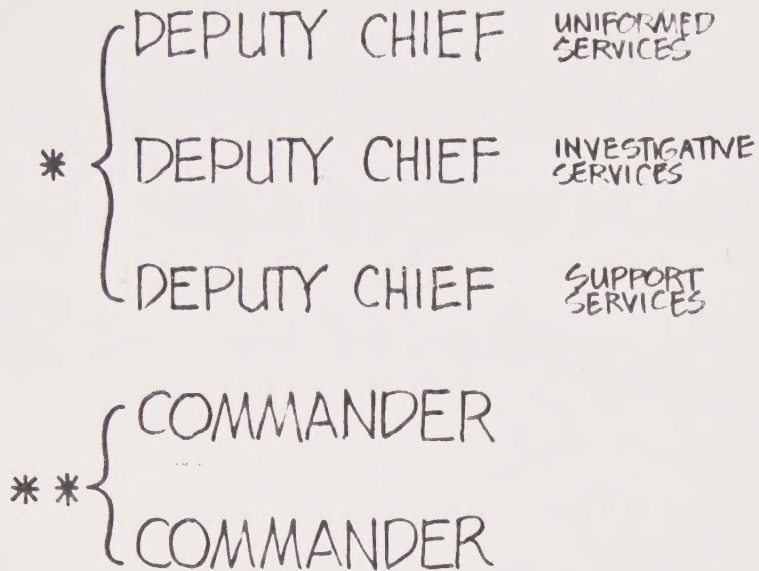
PROPOSED

SALARY

DEPUTY CHIEF	DEPUTY CHIEF UNIFORMED SERVICES	SAME :	\$ 42,648
CHIEF OF INSPECTORS	DEPUTY CHIEF INVESTIGATIVE SERVICES	SAME :	42,648
DIRECTOR OF TRAFFIC	DEPUTY CHIEF SUPPORT SERVICES	SAME :	42,648
DEPARTMENT SECRETARY	NO NEW EQUIVALENT		34,620
SUPERVISING CAPTAIN	NO NEW EQUIVALENT		34,620
CAPTAIN OF INSPECTORS	COMMANDER, PATROL BUREAU	SAME :	31,524
CAPTAIN OF TRAFFIC	COMMANDER, PATROL BUREAU	SAME :	31,524
DIRECTOR OF PERSONNEL	NO NEW EQUIVALENT		29,964
DIRECTOR, CRIMINAL INFORMATION	NO NEW EQUIVALENT		29,964
DIRECTOR, COMMUNITY RELATIONS	DIRECTOR, COMMUNITY + PUBLIC AFFAIRS	UP TO SAME AS CAPTAIN :	29,328
CAPTAIN	DIRECTOR, RESEARCH + DEVELOPMENT	SAME AS CAPTAIN :	29,328
CAPTAIN	DIRECTOR, ORGANIZATIONAL CONTROL	SAME AS CAPTAIN :	29,328
CAPTAIN	DIRECTOR, SPECIAL INVESTIGATIVE UNITS	SAME AS CAPTAIN :	29,328
20 CAPTAINS	19 CAPTAINS	SAME AS CAPTAIN :	29,328

HIERARCHY OF COMMAND

CHIEF OF POLICE



CAPTAIN

DIRECTOR COMMUNITY AND PUBLIC AFFAIRS

DIRECTOR ORGANIZATIONAL CONTROL

DIRECTOR SPECIAL INVESTIGATIVE UNITS

DIRECTOR RESEARCH AND DEVELOPMENT

* ANY OF THE THREE DEPUTY CHIEFS MAY BE TEMPORARILY DESIGNATED AS ACTING CHIEF BY THE CHIEF OF POLICE. THIS HIERARCHY REPRESENTS THE CHAIN OF AUTHORITY WHEN NO DESIGNATING ORDER IS IN EFFECT OR ON CEREMONIAL OCCASIONS.

** DETERMINED BY TIME IN RANK WITH SENIOR COMMANDER BEING THE RANKING OFFICER.

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